

Petrovietnam Binh Son Refinery

Organizational Structure Assessment



Client: Petrovietnam
Project: Binh Son Refinery
Location: Quang Ngai Province, Vietnam
Scope : Organizational Structure Review, Benchmark & Best Practices



Binh Son Refinery at a glance:

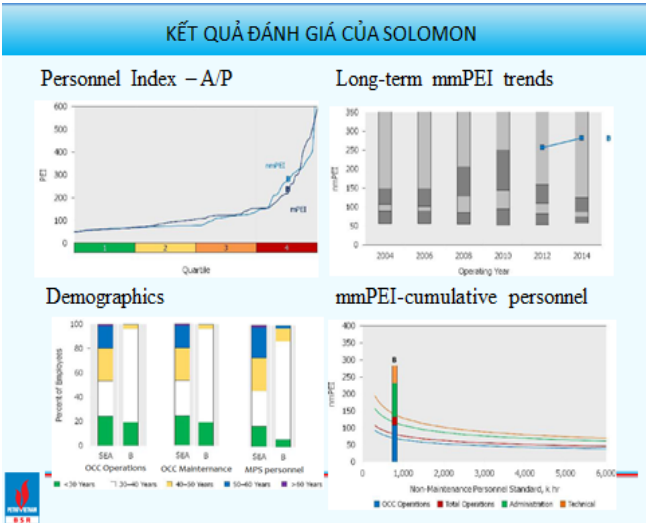
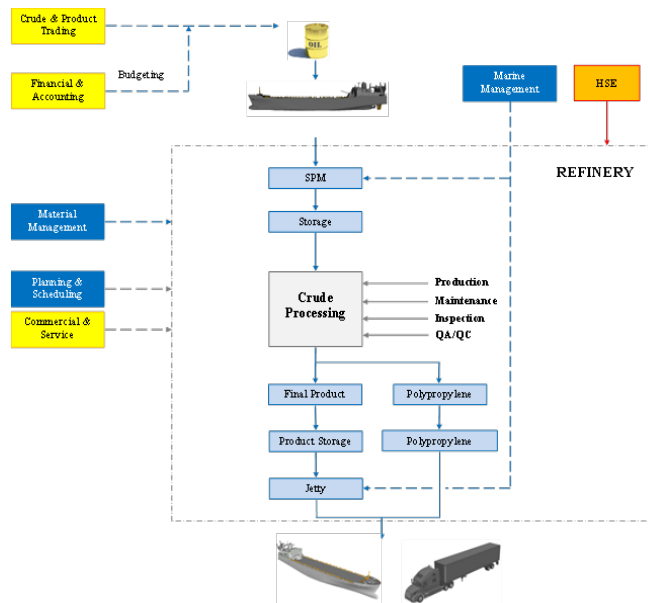
As the first refinery in Vietnam, Binh Son Refinery, located in Quang Ngai Province, has a capacity of 6.5 Million tons of crude oil per annum and is operating since 2009. Petrovietnam BSR is the operator of the refinery.

Project context:

BSR Company has a vision to become a world class refining and petrochemical corporation competing on the domestic and international market, and an objective to enhance its business efficiency to achieve Solomon first quartile in 2025.

BSR Company has commissioned a **Solomon Benchmark Survey** in 2012/2013, which has revealed a number of performance improvement opportunities in the areas of Operation, Maintenance, Reliability, Availability, **Organization**, **Personnel Efficiency**, and **Cost Effectiveness**.

In order to address such opportunities, BSR Company has embarked on a mission to accelerate the optimization of BSR operations to improve safety, quality, efficiency, to ensure business sustainability and to reduce costs.



ARAMIS Scope of Work:

As a first step, BSR has commissioned Aramis to develop **BSR Operation & Maintenance Strategy and Reliability Roadmap**.

As a second step, BSR Company has requested Aramis to undertake an **Organizational Structure Review, Benchmark, Best Practices Analysis** and to issue recommendations satisfying BSR current situation and objectives.

The **Objectives and Deliverables** of the Study are:

- To review BSR’s current organizational structure, highlighting strengths, weaknesses and required adjustments;
 - To study other organizational structures / highly effective Petrochemical Refineries in Asia/ World-class Refineries;
 - To propose proposing 3 models / structures at department level based on best practices;
 - To carry out comparative analysis and recommend an optimal organization including:
- Organizational Structure
 - Organizational Chart
 - Business Processes, Workflows and Departmental Interfaces
 - Staff number per department: structure of mandatory minimum position / staff of each department
 - Position Descriptions
 - Advantages and disadvantages of the recommended organizational structure
 - Reasons for selecting such organization

